2004 Corporate Strategic Plan

THE CITY OF VICTORIA

The City of Victoria
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THE CITY OF VICTORIA

Message from Mayor Alan Lowe

On behalf of City Council and the City of Victoria employees, I am pleased to share our Corporate Strategic Plan for 2004. This is the result of extensive consultations between staff and Council, and builds upon departmental work plans, feedback from the 2003 Citizen Survey, and the inputs from the first Downtown 2020 Conference held in November 2003.

The City of Victoria's Corporate Strategic Plan is anchored on our desire to be the most livable city in Canada. Our mission statement commits us to be exceptional stewards of our cultural and environmental assets and to be leaders in enhancing the social and economic vitality in our region. In moving forward with our vision and mission, we will conduct ourselves in an honest, open, caring, respectful, accountable, and responsible way. Along with City staff, Council will use the principles of the Corporate Strategic Plan to guide decision-making throughout the remainder of our term.

The demands on municipalities as the front-line of public sector service delivery continue to grow. The City of Victoria has recognized the need to be flexible and agile, able to meet the expectations of our citizens and anticipate changing needs and service delivery requirements. The Corporate Strategic Plan will focus our efforts on priorities and assist in the allocation of limited resources, bearing in mind social, economic and environmental priorities.

In my inaugural address just over one year ago, I talked about continuing to be "in fact" as well as "in reputation" one of the most livable cities in the world. Our citizens continue to give high ratings to the quality of life in Victoria, and last year, those perceptions were reinforced when we were voted as the best city in the Americas by Conde Naste magazine. We are blessed with an architecturally, socially and environmentally stunning city, one that is vibrant and appealing to citizens and visitors alike. We intend to work together as Council and staff to earn the title of most livable city in Canada.

I look forward to an exciting and productive year!

Alan Lowe
Mayor

Vision

To be the most
livable city
in Canada.

Mission

To be exceptional
stewards of our cultural
and environmental assets
and leaders in enhancing
the social and economic
vitality of our region.

Goal 1: Strengthen the Economic Vitality of Downtown

Objective 1: Pursue Arts, Culture, and Tourism Opportunities

Strategies:

1. Provide opportunities for arts to be created by:
   - leveraging funding opportunities, including cultural capital grants;
   - promoting partnerships with federal and provincial agencies and the private sector;
   - creating zoning that encourages places for arts to flourish in the community; and
   - promoting public art development.
2. Evaluate Ship Point as a potential First Nations cultural area.
3. Support arts organizations in the community through regional funding of programs and facilities and City support in planning for facility development.
4. Plan and develop a new central library.
5. Support initiatives that foster sustainability in Victoria's tourism industry.
6. Provide a high level of collaboration at the political and staff level for development of public spaces in the harbour.

Actions:

1. Organize a staff support team from the Community Development Division to:
   - Develop a grant application for cultural capital funding program;
   - Integrate work with CRD Arts & Culture;
   - Continue to support existing and develop new festivals and events; and
   - Develop a festival/event site strategy including a review of potential permanent site development options *(Community Development, 2004)*.
2. Review the public art policy and develop guidelines for project funding opportunities *(Community Development, 2004)*.
3. Plan for First Nations cultural/art opportunities and interpretive walkway *(Planning, 2004/05)*.
4. Accommodate artists' space needs in development proposals *(Planning, ongoing)*.
5. Complete due diligence and planning studies for new central library *(Corporate Administration, 2004, $100,000)*.

Objective 2: Improve Downtown Safety, Security, Cleanliness, and Accessibility and Increase Business and Conference Activity.

Strategies:

1. Improve the downtown environment with increased lighting, cleanliness and security measures.
2. Improve accessibility to and mobility within downtown Victoria.
3. Facilitate establishment of Business Improvement Area(s) in the downtown core.
4. Develop a new governance model for the Victoria Conference Centre.
5. Streamline the City's economic development resources.

Actions:

1. Establish a new governance model for the Victoria Conference Centre *(VCC, Finance, Mayor's Office, 2004)*.
2. Support Downtown Victoria 2020 initiative to develop a downtown business entity (BIA) *(Finance, 2004)*.
3. Focus the City's economic development resources into an inter-departmental work team to enhance customer service *(Planning, Community Development, 2004)*.
4. Increase Crime Prevention Through Environmental Design (CPTED) measures by:
   - Improving downtown street lighting *(Engineering, 2004, $50,000)*.
   - Deploying an increased uniformed presence downtown - Police, Fire, Commissionaires *(Community Development, Finance, Police, 2004, unknown cost)*.
   - Improving cleanliness of sidewalks and graffiti removal in the downtown core *(Engineering, 2004, $50,000)*.

Objective 3: Promote Downtown as a Place of Learning

Strategies:

1. Work with regional education institutions to develop a downtown campus.
2. Define options/incentives to retain and expand downtown school business.
3. Facilitate a partnership network that promotes lifelong learning in the community, innovative economic and social activities and social cohesion.

Actions:

1. Convene a strategy workshop to examine needs, incentives and barriers to a downtown campus *(Planning, 1st quarter 2004)*.
2. Convene a strategy workshop to examine needs, incentives and barriers for downtown schools *(Planning, 1st quarter 2004)*

Goal 2: Enhance the Quality of Life for all Citizens of Victoria

Objective: Develop a Comprehensive Housing Strategy

Strategies:

1. Define targets for types of housing needed.
2. Identify appropriate incentives for development.
3. Align the City's Housing Plan with the CRD's Regional Housing Strategy.
4. Expand the Secondary Suites Policy in the City of Victoria to ensure an adequate supply of safe and affordable housing options for residents.
5. Develop new funding sources for affordable housing.

Actions:

1. Prepare housing incentive policy to encourage housing downtown (*Planning, 2nd quarter 2004*).
2. Organize a financial charette on housing market realities (*Finance, 1st quarter 2004*).
3. Organize a workshop to set community targets for types of housing based on need and desirability *(Community Development, 2nd quarter 2004)*.
4. Develop a Secondary Suites Policy *(Planning, 2nd quarter 2004)*.

Goal 3: Promote a Green, Clean, Walkable and Safe City

Objective: Promote Alternate Modes of Transportation Within the City of Victoria to Improve Mobility in and Around the Core and Reduce the Environmental Impacts of Motor Vehicles.

Strategies:

1. Facilitate transportation by bicycle.
2. Develop transit alternatives.
3. Improve pedestrian facilities.
4. Support the Greenways Plan implementation by providing staff and establishing a matching funds program.

Actions:

1. Expedite Bicycle Master Plan implementation (*Engineering, 2004, $100,000*).
2. Improve crosswalks, lighting, sidewalk safety (*Engineering, 2004, $100,000*).
3. Establish an inter-disciplinary staff team to implement the Greenways Plan (*Parks, 2nd quarter 2004*).
4. Develop guidelines for and implement a Neighbourhood Greenway Matching Funds and Greenstreets Program (*Parks, 3rd quarter 2004, $25,000*).
5. Establish a Community Based Greenways Advisory Committee to:
   - Provide guidance to staff in developing the Greenways implementation plan and priorities;
   - Assist in developing business and funding partnerships; and
   - Promote the Greenways Plan and support neighbourhood project development (*Parks, 2004*).
6. Lobby Federal Government for Light Rapid Transit (*Mayor's Office, long term*).

Goal 4: Improve the Quality of Civic Services

Objective: Foster a High Performance Work Environment

Strategies:

1. Enhance communication with employees.
2. Identify and implement strategic goals, objectives and performance standards.
3. Support employee development.
4. Prepare departmental business plans.

Actions:

1. Effectively communicate the Corporate Strategic Plan through interactive meetings with staff (*All Departments, 1st quarter 2004*).
2. Identify and communicate performance standards e.g. attendance, safety, conduct (*Human Resources, 2004*).
3. Implement a goal setting and performance feedback system (*Human Resources, 2004*).
4. Implement a succession planning program to enhance employee recruitment and retention *(Human Resources, 2004)*.
5. Develop departmental business plans (*Finance, 2004, $15,000*).